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Human resources management

Mobility

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 68/265, in which the Assembly requested a comprehensive review of the managed mobility and career development framework. It is a continuation of reports submitted by the Secretary-General to the Assembly since the sixty-ninth session regarding the implementation of the framework.

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I. Introduction

1. The Secretary-General has proposed a new management paradigm for the Secretariat. To confront global challenges and to remain relevant in a fast-changing world, he envisions a United Nations that empowers managers and staff, simplifies processes, increases accountability and transparency and improves on the delivery of its mandates. Staff mobility is part of the Secretary-General's vision for a nimble, effective, transparent, accountable and efficient Organization.

2. In line with the efforts of the Secretary-General to simplify and streamline the Organization's processes, and in line with the request of the General Assembly for a five-year review of the current framework,[1] the Secretary-General has paused implementation of the mobility and career development framework in order to reflect on prior efforts to enhance staff mobility and to develop an approach that is consistent with the new management paradigm and is aimed at building a workforce for the future.

3. The present report summarizes the methodology followed in conducting the comprehensive review, the key findings and the lessons learned. Given that the mobility and career development framework had only begun to be implemented (with the operationalization of two out of seven networks), the time frame for the comprehensive review and its findings is limited to the lessons from that period.

Background

4. The current mobility and career development framework approved by the General Assembly in its resolution 68/265 consisted of two parts:

(a) Managed mobility: An internal process for the lateral movement of staff members, in which serving staff members express interest in encumbered positions. Staff members participating in the process are those who have reached either their maximum position occupancy limit[2] in the second year of network implementation or their minimum position occupancy limit[3] for those who choose to opt in;

(b) Filling of vacancies: Advertisement of existing and anticipated vacant positions, open to all candidates (external and internal) for selection.

5. As agreed by the General Assembly, the new framework was implemented in phases, with one job network operationalized in 2016 and one in 2017, and the operationalization of two job networks planned for each year thereafter. The first job network, the Political, Peace and Humanitarian Network (POLNET), was implemented in 2016. The second job network, the Information and Telecommunication Technology Network (ITECNET), was implemented in 2017. Status updates on the implementation of the framework were provided to the General

[1] The General Assembly, in its resolution 68/265, approved the refined managed mobility framework, and requested the Secretary-General to submit annual reports on mobility until its seventy-second session, and a five-year comprehensive review of the mobility framework at its seventy-third session.

[2] The maximum period of time a staff member is normally allowed to serve in a rotational position. The maximum position occupancy limit was seven years for duty stations classified as H or A, four years for duty stations classified as B or C and three years for duty stations classified as D or E. The classification of duty stations is performed by the International Civil Service Commission.

[3] The minimum period of time a staff member is normally required to serve in a rotational position before being able to participate in a managed mobility exercise or apply to a vacant position. The minimum position occupancy limit is two years of continuous service in a position in duty stations classified as H, A, B or C, and one year of continuous service in duty stations classified as D or E.

Assembly at each of its sessions (see A/69/190/Add.1, A/70/254, A/71/323/Add.1 and A/72/767).

6. In order to ensure that the comprehensive review could be undertaken and a recommendation on next steps developed, the Secretary-General decided to pause implementation of the mobility and career development framework in December 2017 (see ST/SGB/2016/3/Rev.1).

7. Accordingly, no new exercises were initiated in 2018, and no additional job networks were operationalized. The vacancy exercise for POLNET that was still under way at the end of 2017 was concluded by 31 July 2018.

8. Staff members were advised, in an iSeek article on 22 January 2018, that mobility was a "critical component of the Secretary-General's vision for a nimble, effective, transparent, accountable and efficient Organization, and will be an important focus of the reform efforts". During the pause, staff members have been encouraged to continue to pursue opportunities to be mobile and gain exposure to new areas of work, other departments and offices, and different locations.

II. Comprehensive review

A. Objective

9. The purpose of the review was to assess the relevance, effectiveness and efficiency of the mobility and career development framework in achieving the objectives set out initially.

10. The mobility and career development framework had three objectives, as expressed in the report of the Secretary-General entitled "Towards a global, dynamic and adaptable workforce: mobility" (A/68/358):

(a) It should enable the Organization to better retain and deploy a dynamic, adaptable and global workforce that can effectively meet current and future mandates and evolving operational needs;

(b) It should provide staff with broader opportunities for career development and contribution to the Organization and enable the further acquisition of new skills, knowledge and experience within and across departments and duty stations;

(c) It should ensure that staff members have equal opportunities for service across the United Nations and, for relevant functions, a fair sharing of the burden of service in difficult duty stations.

B. Implementation of the framework

11. The framework was implemented through semi-annual staffing exercises composed of two parts:

(a) An exercise for the filling of vacant positions in the Professional and higher categories, up to and including the D-2 level, and in the Field Service category, that are available for one year or longer, the process beginning with the advertisement of a job opening and concluding with the selection of a candidate for the position;

(b) A managed mobility exercise for staff members in the Professional and higher categories, up to and including the D-2 level, and in the Field Service category who are subject to managed mobility, the process beginning with the circulation of a compendium and concluding with the placement of eligible candidates.

12. The vacancy exercise was voluntary and open to all candidates, external and internal. The managed mobility exercise was an internal process for the lateral movement of staff members who had reached either their maximum position occupancy limit in the second year of implementation or their minimum position occupancy limit for those who chose to opt in. In the first year, the managed mobility exercise was an opt-in exercise; therefore, staff members who had reached their maximum position occupancy limit were not automatically subject to lateral reassignment.

Management structure of the framework

13. The mobility framework was managed by a centralized system of boards:

(a) Job network board: Each job network (POLNET and ITECNET) had a job network board which was responsible for making recommendations regarding selection and reassignment decisions with respect to Professional (P-1 to P-5) levels[4] and Field Service positions to the Assistant Secretary-General for Human Resources Management for decision;

(b) Senior review board: Recommendations for selection and reassignment of staff at the D-1 or D-2 levels were undertaken by the senior review board, which was composed of Assistant Secretaries-General and Under-Secretaries-General;

(c) Global central review body: A global central review body ensured the integrity of the process for filling vacant positions with respect to selections at the P-3 to P-5 levels and in the Field Service category;

(d) Special Constraints Panel: The Special Constraints Panel was set up to review requests from staff members who were unable to accept a proposed move to a position in which they had not expressed interest. The panel provided its findings directly to the job network boards and the senior review board, as appropriate.

14. The process was implemented by full-time network staffing teams in the Office of Human Resources Management, financed from within existing resources. The network staffing teams were responsible for the implementation of the semi-annual exercises and were composed of Professional-level network staffing officers with expertise in staffing, and subject matter experts[5] with direct experience with the substantive work of the relevant job network.

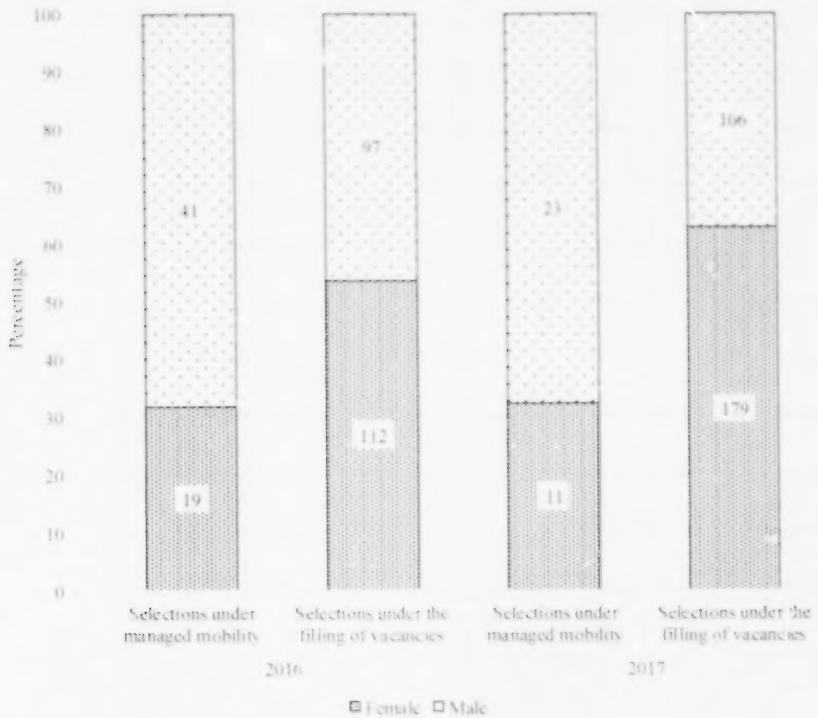
Staff movements: selections and placements

15. Seven semi-annual exercises were conducted for POLNET: two for managed mobility and two for the filling of vacancies in 2016; and one for managed mobility and two for the filling of vacancies in 2017. One exercise for managed mobility and one for the filling of vacancies were conducted for ITECNET in 2017. The results of those exercises are shown in figures I and II.

[4] Staff at the P-1 or P-2 level who were appointed through the Young Professionals Programme or a national competitive recruitment examination were not included.

[5] See A/67/324/Add.1 and A/69/190/Add.

Figure I
Selections under the managed mobility and vacancy exercises of the Political, Peace and Humanitarian Network, 2016–2017



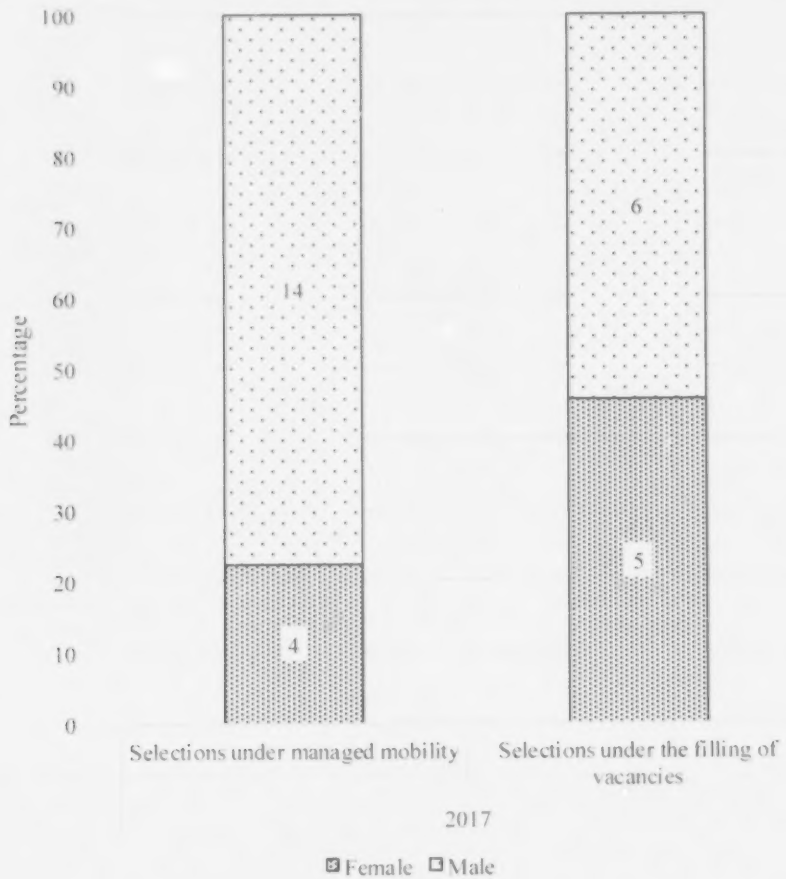
16. For POLNET, in 2016, 188 staff members were deemed eligible to participate in the managed mobility exercise and 60 staff members (32 per cent) were selected for placement. Of the 60 placements, however, some staff members were not able to move to their new positions for a variety of reasons, including visa issues, the downsizing of missions after the start of the exercise and funding issues. The final outcome of the 2016 managed mobility exercise was that 35 staff members (19 per cent of the eligible participants) were able to move to new positions.

17. In 2017, of the 113 staff members eligible to participate, 34 (32 per cent) were selected for placement. Of those, 9 per cent were not able to move. The final outcome of the 2017 managed mobility exercise was that 31 staff members (27 per cent of the eligible participants) were able to move.

18. In the vacancy exercises in 2016 and 2017 for POLNET, there were 494 selections, of which 60 per cent resulted from recruit-from-roster job openings and 40 per cent from position-specific job openings.

19. The POLNET exercises had a positive result with respect to the objective of gender parity. The vacancy exercises resulted in 59 per cent of the selections being of a female candidate. In the managed mobility exercises, 32 per cent of the placement decisions involved the selection of a female candidate.

Figure II
Selections under the managed mobility and vacancy exercises of the Information and Telecommunication Technology Network, 2017



20. In 2017, 37 staff members participated in the ITECNET managed mobility exercise. Eighteen staff members (49 per cent) were recommended for placement. All staff members were recommended for placement in available positions that they had ranked as one of their top three choices. The final outcome of the managed mobility exercise was that 14 staff members (38 per cent of the eligible participants) were able to move.

21. In the vacancy exercise, there were 11 job openings (5 of which were recruit-from-roster openings) and 11 selections. It should be noted that the number of selections for ITECNET is smaller than for POLNET, reflecting the fact that POLNET is a much larger job network than ITECNET.

22. With respect to gender, for ITECNET 45 per cent of those selected for vacancies were female candidates, and 22 per cent of the placement recommendations in the managed mobility exercise were of female candidates.

C. Methodology of the comprehensive review

23. The review focused on the following three fundamental questions:

(a) To what extent were the activities undertaken under the mobility framework aligned with its overall mandate?

(b) How effective has the mobility framework been in ensuring that it achieves its objectives?

(c) How efficient were the structural arrangements put in place for implementing the mobility framework?

24. The review employed the following qualitative and quantitative data collection methods. All review results were analysed taking into consideration these multiple data sources.

Document review

25. A desk review was conducted which included all relevant documents, ranging from the staff selection system described in administrative instruction ST/AI/2010/3, as amended, to the implementation of the mobility framework governed by ST/AI/2016/1, as amended, and also including General Assembly resolutions, Secretary-General's bulletins, administrative instructions, reports of the Secretary-General, standard operating procedures for the various parts of the framework, process flows and communications on the staff selection system.

Interviews

26. Interviews were undertaken with heads of departments, offices and missions or their representatives, executive officers and the chairs of the job network boards.

Focus groups

27. Focus groups were held for functional entities: human resources counterparts (at Headquarters and in the field), network staffing teams, job network boards for POLNET and ITECNET, the Staff-Management Committee and the Special Constraints Panel.

28. Focus groups were also held for staff in the nine existing job networks: POLNET and ITECNET, plus the seven job networks[6] that had not as yet participated in the implementation of the mobility framework.

Online surveys

29. Online surveys were sent to staff members who participated in the POLNET or ITECNET exercises, as well as to the staff members from those two job networks who did not participate[7] and to programme managers.[8]

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[6] Economic, Social and Development Network (DEVNET); Public Information and Conference Management Network (INFONET); Legal Network (LEGALNET); Logistics, Transportation and Supply Train Network (LOGNET); Management and Administration Network (MAGNET); Internal Security and Safety Network (SAFETYNET); and Science Network (SCINET).

[7] The survey was sent to 6,038 staff members, of which 218 received two surveys, owing to their participation in a managed mobility and a vacancy exercise. The overall response rate among the 6,038 staff members invited to take the survey was 47 per cent and the response rate for staff who received the second survey was 56 per cent.

[8] The survey was sent to 688 programme managers. The overall response rate was 40 per cent, ranging from 28 per cent (programme managers involved in the managed mobility exercise with no reassigned staff) to 43 per cent (programme managers involved in the vacancy exercise).

Data analysis

30. Human resources data from HR Insight, the Umoja enterprise resource planning system and the Inspira online recruitment tool, including data on moves, service in hardship duty stations[9] and the length of selection processes, were analysed.

31. The gender dimension was incorporated into the review through the inclusion of targeted questioning in the interviews and the disaggregation of survey data by gender to identify notable gender differences in the findings.

D. Key findings

32. The findings outlined in the present section are based on a holistic analysis of the five data sources described in section C above.

1. Mobility remains important for the Organization

33. In 2012, the Secretariat conducted a staff survey to collect staff opinions on mobility within the Secretariat. To the question "How important is mobility to internationally recruited staff?", the majority of staff considered it important to work in different departments, offices or missions (86 per cent) and different duty stations (83 per cent). Almost as many (79 per cent) expected to work in different duty stations when they joined the United Nations Secretariat and, of those, almost 70 per cent expected that the Organization would move them to different duty stations. When asked if the Organization should ensure that international staff did not remain in hardship duty stations for too long, a large majority agreed (84 per cent); a large majority also agreed that the Organization should assume greater responsibility for moving international staff to different duty stations periodically (81 per cent).

34. In 2018, findings[10] for the present review confirm that staff and managers continue to view mobility as an important element in meeting the Organization's mandate and addressing the professional growth of staff. Mobility is required to meet the needs of offices with a large operational presence and ensure that people do not remain in difficult duty stations for too long.

2. One size does not fit all parts of the Secretariat

35. While it was uniformly recognized that the principles behind the mobility framework — opening career paths, providing opportunities for service across the Organization and ensuring burden-sharing — were sound and welcome, the review showed that there were flaws in the original design of the framework that created barriers to its success. The framework was based on the experiences of other United Nations entities without considering the specificity of the Secretariat and the dual nature of its entities: normative and operational. Unlike other United Nations entities, which have more focused mandates and smaller, more easily interchangeable workforces, the Secretariat workforce is much larger and covers a much wider range of functions, including, for example, those related to election monitoring,

[9] In the present document, "hardship" duty station refers to duty stations classified as D or E; "non-hardship" duty station refers to the duty stations classified as H, A, B or C as per the International Civil Service Commission classification.

[10] For the present review, "managers" refers to the following staff members who were interviewed: heads of department, office, mission or unit; and chiefs of staff and executive officers in Secretariat entities in New York and outside of New York. Functional focus groups and the nine focus groups for staff members are identified as such. When the views of the participants from the functional focus groups and the nine staff focus groups are similar, they are referred to as "participants from the focus groups".

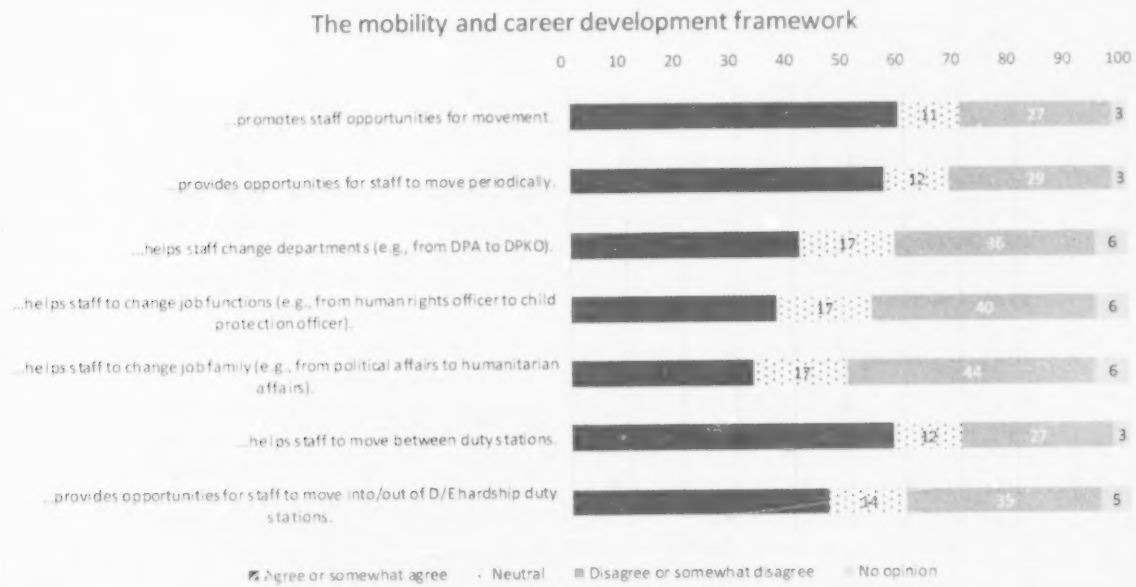
peacekeeping, humanitarian crises, human rights, conference servicing, economic affairs and political affairs. The mobility framework was implemented as a single, one-size-fits-all, system that did not account for the different requirements of its entities or the specificities of each of the nine job networks.

3. Opportunities for different types of movement are not the same

36. The review revealed that, while the framework provided opportunities to move between duty stations, it was less effective at providing opportunities to move functionally or between job families within the job networks.

37. Specifically, of the staff surveyed, 59 per cent agreed that the mobility and career development framework promoted opportunities for movement and 58 per cent agreed that it helped staff to move between duty stations. However, staff were more likely to disagree that: (a) the mobility and career development framework helped staff to change job families and (b) the mobility and career development framework helped staff to change job functions (see figure III).

Figure III
Responses to staff survey



Note: Population size N = 6,038; respondents = 2,841 (47 per cent response rate).
Abbreviations: DPA, Department of Political Affairs; DPKO, Department of Peacekeeping Operations.

38. Managers and participants from the focus groups suggested that, although job networks were a good mechanism for the harmonization of functions, they could also create silos and make it difficult for staff to move across networks.

39. Thus, while the number of movements was limited during the two-year implementation period, the analysis shows that the framework did provide some options for mobility, but that much more varied options for movement (other than just within job networks) are required.

4. There were difficulties with matching people and positions

40. Matching people and positions proved difficult for several reasons. Programme managers surveyed identified as main challenges of the mobility framework the inability to sufficiently tailor the requirements of job openings and their inability to select preferred candidates for placement. In their opinion, that had resulted in difficulties in the smooth operations of their offices, as the reassigned candidates did not always meet the full requirements of the positions.

41. There were a number of obstacles to matching people and positions, including staff declining positions at the last minute or programme managers refusing to accept candidates. The problem was compounded further by the limited availability of posts at Headquarters, the downsizing of some missions and the open-ended nature of assignments, with no guarantees of job security for the future.

5. An internal mobility exercise is not compatible with the requirement to advertise all posts externally

42. A frequently cited complication in the design of the mobility framework was the requirement to advertise vacant posts externally, which severely restricted the pool of available positions for the internal managed mobility exercise. This created a complex two-track system: a mandatory managed mobility track with internal lateral moves and a voluntary track for the filling of vacancies. The two-track system was seen as an artificial and cumbersome arrangement.

43. The managed mobility exercise could have been more successful if all vacant positions had been included, thereby providing significantly more opportunities for movement for internal staff. Participants in the review repeatedly suggested that all available posts should be filled internally through a mobility system and that short-term assignments and position swaps should also be considered. Some managers said that the Organization should take advantage of United Nations reform to harmonize ways of doing business across the United Nations system and facilitate more inter-agency mobility.

6. Burden-sharing was limited

44. The review highlighted a general agreement that staff should not remain for too long in duty stations with a classification of D or E, that the Organization should establish a time frame for staff serving in those duty stations and that staff should understand the expectation for rotational service in those duty stations. The review found that the mobility framework had had a limited impact on addressing the challenge of rotating a high number of staff from field to non-field positions.

45. Uneven position occupancy limits between hardship and non-hardship duty stations, and the preferences of staff members themselves, undermined the objective of burden-sharing. Most of the staff movements in 2016 and 2017 under both streams (managed mobility and the filling of vacancies) were between hardship duty stations.[11]

46. The review shows that most of the staff members who opted in to the managed mobility exercise for POLNET in 2016 and those required to participate in 2017 were from hardship duty stations (82 per cent and 61 per cent, respectively). For ITECNET, in 2017, 56 per cent of the staff members who opted in to the managed mobility exercise were from hardship duty stations.

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[11] Detailed statistics are provided in the previous report of the Secretary-General on mobility (A/72/767).

47. Under managed mobility, 89 per cent of staff members were recommended for positions in which they had expressed interest for the POLNET 2016 and 2017 exercises and the ITECNET 2017 exercise, i.e. only 11 per cent were recommended for positions in which they had not expressed interest. Not all staff members from hardship duty stations expressed interest in moving to non-hardship duty stations; among the 155 participants from hardship duty stations in the POLNET 2016 managed mobility exercise, 37 (24 per cent) expressed interest only in other hardship duty stations. That figure dropped to 13 per cent in 2017.

48. Under the vacancy track for POLNET, 75 per cent of the selections in 2016 were of candidates in one hardship duty station for positions in another hardship duty station; in 2017, this was the case in 56 per cent of the selections. Under the vacancy exercise in 2016 and 2017, 20 per cent of the staff selections resulted in a shift from a hardship to a non-hardship duty station and vice versa. For ITECNET, 27 per cent of selections in 2017 were from hardship to non-hardship duty stations.

7. Parts of the process were cumbersome

49. The review revealed that parts of the process were cumbersome, partly as a result of lengthy and complicated procedures, along with the insufficient resources dedicated to its operation.

(a) Length and timing of the exercises

50. The length of the process was perceived as the main challenge for the vacancy track and as one of the main challenges for managed mobility track. During the implementation of the framework, the length of the recruitment timeline continued to exceed the target of 120 days.[12] The amount of time from the publication of the compendium to the selection of a candidate was an average of 153 days under the managed mobility track. Under the vacancy track, it took an average of 169 days from the issuance of the job opening to the selection of a candidate in 2016 and 2017.

51. The timing of the exercise was not convenient for some departments, as several actions were scheduled for September, which conflicted with the involvement of some departments in the start of the session of the General Assembly. The timing of the exercise (twice a year) was also deemed too infrequent, forcing entities to meet staffing needs through temporary job openings between exercises.

(b) Complicated procedures

52. The findings show that parts of the process were cumbersome and that there were too many steps and layers. Some steps were redundant, like the need for review by the global central review body before the job network board had made recommendations. Other steps in the process were misaligned, such as the review by the Special Constraints Panel, which occurred at the end of the process rather than at the beginning. Decisions by that panel on individual cases were taken after the preliminary recommendations of the job network board, forcing the board to reopen the process before making its final recommendations. Placing the review by the Special Constraints Panel at the beginning of the process would avoid the screening, testing and review of candidates who are unable to move.

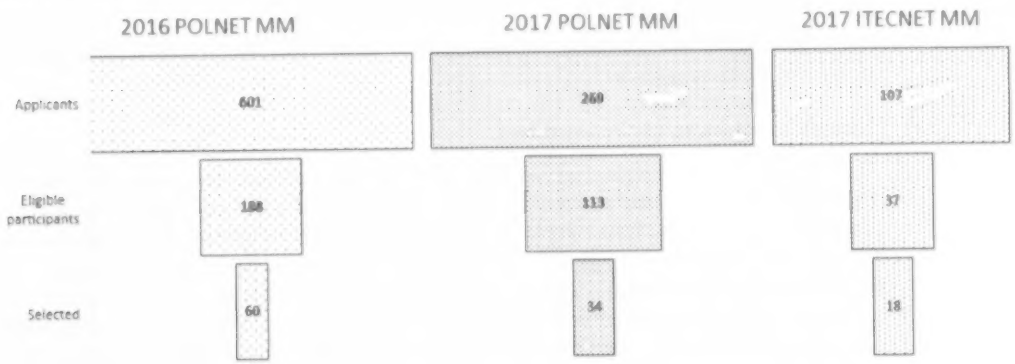
[12] The target of 120 days was set in the report of the Secretary-General on human resources management reform (A/55/253 and A/55/253/Corr.1).

(c) Limited movement via managed mobility

53. The review found that, despite a significant time commitment by the job network boards, relatively few selections were made considering the number of eligible or interested staff members participating in the managed mobility stream.

54. As shown in figure IV below, out of the 601 applicants in the 2016 POLNET managed mobility exercise, there were 188 eligible participants and only 60 selections made (a placement rate of 31 per cent). The trend was similar in 2017, with 269 applicants, 113 eligible participants and only 34 selections (a placement rate of 30 per cent). For the ITECNET managed mobility exercise in 2017, there were 107 applicants, 37 eligible participants and 18 selections made (a placement rate of 48 per cent).

Figure IV
Managed mobility: number of applications compared with eligible participants and selections



E. Lessons learned

55. Based on the findings from the comprehensive review of the mobility framework, the below lessons learned have emerged.

Lesson 1: A multifaceted approach to mobility is needed

56. The review has clearly shown that different entities and functions within the Secretariat have different needs in terms of staff mobility. The normative and operational parts of the Organization require different approaches, and within and across the nine job networks there should be flexibility for staff to move according to their qualifications and the nature of the specific positions.

Lesson 2: A culture of mobility needs to be established across the Secretariat

57. While it can be assumed that service in different locations is essential for an international civil servant, many staff members joined the Organization without this understanding. It is therefore essential that staff mobility become part of the culture, and that this expectation be clearly communicated to new staff members.

Lesson 3: Mobility initiatives in the Secretariat need to be resourced in order to be successful

58. The implementation of the mobility framework was financed from within existing resources. Given the need to operate within a resource-constrained

environment, a future mobility framework for the Secretariat would require limited additional resources.

Lesson 4: A mobility framework for the Secretariat should encourage increased movement into and out of difficult duty stations

59. Given the importance of the Secretariat's field operations, service in the field should be further incentivized. In particular, staff serving in the most difficult duty stations (with classifications of D or E) for extended periods should be prioritized for reassignment to other duty stations.

Lesson 5: A mobility framework for the Secretariat needs to be based on delegation of authority to departments and offices, supported by centralized policies and oversight

60. The review has shown that senior managers and programme managers want control over the selection of candidates, as they are best placed to know the requirements of the positions in their respective entities. This consideration is particularly important in the context of the Secretary-General's call for broad delegation of authority. At the same time, the review has highlighted the benefits of a centralized, standardized set of norms and standards to ensure consistency across all parts of the Secretariat.

Lesson 6: Mobility must become an integral part of career development

61. Mobility has a range of benefits for the career progression of staff members, and the Organization should make targeted career development interventions to facilitate mobility, including training, career counselling and linkages to performance management.

Lesson 7: The internal mobility programmes used by a number of other organizations of the United Nations System are not feasible for the United Nations Secretariat if vacant positions need to be advertised externally

62. The review found that the inclusion of the vacancy exercise within the mobility framework resulted in limited moves for existing staff members. The requirement of the General Assembly that vacant positions be advertised so that external candidates may apply hinders the possibility of using vacant positions for an internal mobility exercise. Therefore, to implement a model similar to those found in a number of other United Nations system organizations, the issue of internal advertisement of positions may need to be revisited.

Lesson 8: Mobility in the Secretariat should be built into succession planning, with a focus on developing junior to mid-level staff for future roles

63. As the Organization looks to develop its future workforce and leadership cadre, the exposure and experience that staff gain through mobility should be actively supported. Staff members currently serving in junior to mid-level professional roles (P-3 and P-4) should be offered opportunities to develop their skills through targeted mobility initiatives.

Lesson 9: A system of incentives is necessary to encourage mobility

64. Staff members have expressed a desire to manage their own mobility in keeping with their career goals, personal preferences and family needs. The Organization should consider better incentivizing self-managed mobility by linking it to career progression. This will create a clear expectation of mobility while empowering staff members to proactively manage their own career movements according to their needs.

Lesson 10: Mobility should be part of an integrated talent management strategy

65. As the mobility framework faced challenges in combining an internal managed mobility component with an internal and external exercise to fill vacancies, a future mobility framework should ensure that mobility is more closely embedded in the broader talent management strategy of the Organization, including by linking mobility to application requirements and creating incentives within the staffing system.

III. Next steps

66. Going forward, the Secretary-General will propose a new comprehensive mobility framework for the Secretariat, drawing on the findings and lessons learned of the comprehensive review. The new mobility system, which will be a core element of the Secretariat-wide approach to talent management, will be fully integrated with career development. The system will revolve around geographic mobility to build the nimble and adaptable workforce required for the Organization to meet its objectives and effectively deliver on the 2030 Agenda. It will also take into consideration experience elsewhere in the United Nations system and with other partners. Such an approach will ensure that managers and leaders of the future build a broad portfolio of experience in a variety of duty stations, across the spectrum of activities of the Secretariat and with a broad range of partners. This, in turn, will allow them to operate effectively in a variety of environments to implement the increasingly complex mandates entrusted to the United Nations. An effective system of mobility will also ensure that service in high-risk and isolated locations is managed effectively, in line with the Organization's duty of care to its staff, and is taken into consideration in the career advancement of staff.

67. At the level of the United Nations system, the Secretariat will continue to engage with the agencies, funds and programmes to support greater inter-agency mobility.

68. The details of this new approach to mobility will be developed in consultation with management and staff during 2019 and will be presented to the General Assembly for consideration at its seventy-fourth session.

IV. Action requested of the General Assembly

69. The General Assembly is requested to take note of the present report.